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ABSTRACT

Confederation College (CC) in Thunder Bay, Ontario, is recognized internationally for its expertise in entrepreneurship education. CC began its work in this area in 1983-84 with two pilot projects providing community outreach service. Since then, the college has established the following programs: the Northwest Enterprise Centre (NEC), which delivers entrepreneurship training programs at satellite projects throughout Canada, as well as in the Caribbean, Poland, Malaysia, and China; the Centre for Entrepreneurship for the Northwest (CEN), a formalized education program established in conjunction with Lakehead University; the Polestar Program to provide special training to public assistance recipients; and the Small Business Counselor Program. Designed to provide an overview of the evolution of CC's expertise and to document the courses and programs developed at the school, this report includes eight sections under the following headings: (1) External Recognition, which lists the organizations that have formed partnerships with the NEC and the CEN as well as consulting recipients and conferences attended by CC personnel; (2) Quality, which provides quotes from prominent service recipients; (3) Resources; (4) Support of the College Mission Statement and Objectives; (5) Programs and Services, providing program names, dates and brief profiles, as well as 36 course descriptions; (6) Contributions to Applications of Knowledge, which reviews programs replicating the NEC model; (7) Marketability, which provides data on the numbers of firms that have paid for NEC services; and (8) Strategic Educational Partnerships, which lists NEC and CEN partnerships with business groups, government ministries and agencies, and foreign groups. (PAA)

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ENTREPRENEURSHIP EDUCATION AND TRAINING:

THE BUILDING OF A CENTRE OF EXPERTISE

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PRELUDE

This paper was originally prepared as part of an internal program assessment process at Confederation College aimed at identifying centres of expertise within the school. Such centres are recognized as flagship program areas for the institution and are treated accordingly.

As this paper was being researched and written it became clear that it would be of value to a fairly wide external readership in the area of entrepreneurship education and training. As a result, the decision was made to go public with it.

Confederation College receives a steady flow of inquiries regarding its wide range of program and service offerings in the field of entrepreneurship. Most people are overwhelmed by the sheer volume and diversity of it all, and wonder how a northern Ontario college came to be in this position. This paper should provide the reader with a good overview of the evolution of the college's expertise in this area, as well as extensive documentation of the numerous courses and programs developed at the school. The eight criteria employed in the program assessment process provide extensive insights into what we have tried and achieved over the past nine years.

ENTREPRENEURSHIP AS A CENTRE OF EXPERTISE

INTRODUCTION

Confederation College began its efforts to develop program and service capabilities in the field of entrepreneurship nine years ago. Commencing with two pilot projects in 1983-84, the college has systematically expanded its capacity in this area to the point where today it is widely recognized both nationally and internationally for its expertise.

The evolution of entrepreneurship at Confederation College began as a community outreach service. It was recognized that entrepreneurs in northwestern Ontario could benefit greatly from training designed to upgrade their business and management skills. Traditional business and small business management courses offered in a formal classroom setting were not meeting the needs of these people. Something new was required - applied business training in a non-conventional format and setting. The solution was an entrepreneur upgrading program that utilized off-campus seminars delivered by experts in various business fields, combined with a team of talented advisors whose task it was to ensure that the training yielded tangible results. This latter objective was realized through scheduled visits to the entrepreneurs' place of business by an advisor following each seminar with the intent of identifying areas in which to apply the learning. This approach to entrepreneur training proved to be very effective.

In 1985 the college established the Northwest Enterprise Centre (NEC) to develop and deliver entrepreneurship training programs for Thunder Bay and the region. Satellite offices were set up in Kenora, Dryden, Fort Frances and Marathon to handle the region while the main office was established in Thunder Bay. The NEC continued to develop the seminar/advisor training format as it expanded its program offerings from preventure training to advanced management. In the process it broke new ground with entrepreneur training programs for women, youth, social assistance recipients and native Canadians.

The NEC programs proved to be very effective and it wasn't long before the college began receiving inquiries about replicating the programs outside of northwestern Ontario. Ultimately, this ended up with a program replication contract with the Federal Business Development Bank (FBDB) for coast-to-coast delivery plus growing offshore interest to take the NEC programs international. When the contract with FBDB was completed, the NEC continued its national program coverage through contracts with Newport Marketing and other private training organizations plus other colleges, universities and public institutions.

The 1980s were a decade of revolution in entrepreneurial activity in Canada. The country began generating new venture start-ups at annual rates that were previously unthought of. Self-employment was becoming increasingly popular with the public and the job creation generated by the revitalized small business sector was increasingly important to the health of the economy. As the decade wore on, both the federal and provincial governments came to realize the importance of entrepreneurship to the country. With that interest

came new support for programs to foster and reinforce entrepreneurial activity.

Confederation College was very much aware of these trends and developments and anticipated the integration of entrepreneurship learning into formal education at all levels. In 1988 it established the Centre of Entrepreneurship for the Northwest (CEN) in partnership with Lakehead University. The CEN was to oversee the development and delivery of entrepreneurship curriculum in the college, and also to undertake research and community awareness activities in support of entrepreneurship.

The college now had two centres specializing in entrepreneurship - the older and larger NEC whose program activities were entrepreneurial training with an off-campus focus, and the CEN which had an on-campus postsecondary entrepreneurship education focus. It was recognized from the outset that there would be considerable area for collaboration between the NEC and the CEN so they were housed together.

The CEN set about developing courses in such a way that they would be accessible to students in any program area of the college. Three elective courses were developed for both daytime and evening offerings, along with two required courses for the two-year business administration diploma program. Since the latter diploma was also offered by distance education, the CEN collaborated with the college curriculum development staff to write comprehensive curriculum manuals for both of the required entrepreneurship courses. In 1989 the CEN, with assistance from college business faculty, oversaw the development of a comprehensive fifteen-course, one-year certificate program in entrepreneurship for aspiring entrepreneurs looking to improve their prospects for success in starting a new venture.

At the same time the CEN was developing the one-year certificate program, the NEC was breaking new ground with a program called "Polestar". This was a program designed to aid long-term public assistance recipients to reenter the active work force. Polestar offered two options to its participants. The first option was training for a return to active paid employment; the second was a training program for self-employment in a new venture - entrepreneurship.

As mentioned earlier, the NEC had attracted foreign interest in its entrepreneurial training programs. By now, 1989, it had already carried out a number of offshore programs, most notably in Jamaica and the eastern Caribbean, and was looking to expand this kind of activity. Over the next few years, it would do work in Jamaica, St. Kitts/Nevis, St. Lucia, Antigua, St. Lucia, Malaysia, China and Poland, and would be pursuing new initiatives in numerous other countries.

In 1990/91, The NEC-CEN collaboration bore fruit in the form of comprehensive entrepreneurship curriculum development for the College of Continuing Education in St. Kitts/Nevis and the Ministry of Education in St. Lucia. These turnkey packages, developed by the CEN under contract to the NEC, marked the reaching of a new milestone in Confederation College's entrepreneurship education capability. It now had the expertise to design, write and deliver

comprehensive curriculum manuals, along with training to deliver/teach the curriculum.

The evolution of entrepreneurship programs at Confederation College has been very much a process of building on past experiences and achievements. Each new initiative has as its foundation the knowledge, resources and capabilities that have been acquired through prior undertakings. The upshot of this, operationally, is that the college can introduce new programs or take on new projects quickly with tight time lines. A good example of this was the rapid development of the 20-week Small Business Management program in 1991, which drew from the 30-week Entrepreneurship Certificate program. Similarly, the short training program delivered in the Philippines in the fall of 1991 and the current training program for Poland drew on the entrepreneurship curricula developed for the Eastern Caribbean and northwest Ontario.

Over the last few years a growing number of business division faculty have become involved in entrepreneurship education and training activities. These include participation in the entrepreneurship certificate program, the teaching of other entrepreneurship courses, participation in NEC projects, program articulation with the school boards, plus a growing number of other entrepreneurship-related activities.

The NEC has continued to revise old programs and to introduce new ones in response to changing market conditions and needs. A good example is its response to globalization and the opportunities that entails for entrepreneurs. In 1991 it introduced a new training program called Export Enhancement drawing on the experience and resources of the CEN, plus a Global Business Executive Certificate program.

The "global economy phenomenon" has strengthened the ties between the entrepreneurship and international business fields. Recognizing this development the CEN drafted a discussion paper on what a college international business program might look like in the fall of 1988. This was followed by the development of two export-import courses and an applied course in international economics in 1989.

The early work of the CEN and NEC in the trade area laid the resource foundation for the introduction of two new international postsecondary program at Confederation College. Starting this year, the school now offers a two-year diploma in International Business and a three-year diploma in International Business Management. In addition, negotiations are underway to articulate the three-year program with a major American university that offers an honours international business degree.
The CEN also has broken new ground with new initiatives in the area of entrepreneurship education at the high school level. It has developed a comprehensive curriculum package for entrepreneurial studies at the grade 11 and 12 level to be used in northern Ontario high schools. It also assisted the Lakehead Board of Education and Contact North in developing a corresponding curriculum package for satellite delivery. It is now pursuing funding to develop case studies and videos to reinforce these curricula.

College efforts in support of entrepreneurship are now entering two new

dimensions of activity. The first is the establishment of the Northern Ontario Marketplace (NOM) which was created to assist entrepreneurs and firms in Ontario to source goods and services made in Ontario - preferably in northern Ontario. It also offers a buyer-supplier matching service again with the objective of assisting northern firms to obtain business. The second new dimension of activity is the NEC's new Small Business Counsellor program which is designed to better prepare small business counsellors to assist and otherwise work with entrepreneurs.

The steady growth of entrepreneurial program activity at Confederation College has meant increasing demands for plant and facilities in which to house these operations. In 1991 this culminated in funding support for the construction of a major addition to the college's Shuniah Building, the 38,000-square-foot Northwest Development Wing. This is now the centre of operations for the NEC, CEN and Northern Ontario Marketplace, and the focal point for $2.0 million per annum in non-postsecondary formula-funded entrepreneurship program and service activities.

Today, Confederation College has one of the most extensive offerings of entrepreneurship education, training and service programs of any college in Canada. It is truly a nationally recognized centre of expertise in this field.

SPECIFICATION AND DOCUMENTATION OF EXPERTISE IN ENTREPRENEURSHIP

Following is a fairly detailed documentation of Confederation College's recognized expertise in the field of entrepreneurship education, training and services. The documentation will be carried out in relation to eight key result areas, namely:

1. external recognition
2. quality
3. resources
4. support of college mission statement and objectives
5. programs and services
6. contributions to applications of knowledge
7. marketability
8. strategic educational partnerships

While the documentation which follows is considerable, it has been kept largely summary in nature so as to limit the size of this document. More details can be provided as required. The entrepreneurship activities of the business division at Confederation College over the past nine years have been extensive and to document it in full would entail a report of well over 400 pages.

1. EXTERNAL RECOGNITION

The Northwest Enterprise Centre has been involved in a wide variety of collaborations and partnerships drawing upon its expertise in entrepreneurship. These have been of a local, regional, provincial, national and international scope. The following organizations have been partners with the NEC.

- City of Thunder Bay
- Thunder Bay Chamber of Commerce
- Thunder Bay Economic Development Corporation
- Lakehead Occupational Skills Development Incorporated (LOSDI)
- Matawa First Nations and Ojibway 1850 Treaty Councils
- Canada Employment and Immigration Centre
- Thunder Bay Ventures
- Ontario Skills Development (OSD)
- Ontario Ministry of Community and Social Services (COMSOC)
- Ontario Ministry of Northern Development and Mines (MND&M)
- Ontario Ministry of Industry, Trade and Technology (MITT)
- Industry, Science and Technology Canada (ISTC)
- Federal Business Development Bank (FBDB)
- FedNor
- Canadian International Development Agency (CIDA)
- Newport Marketing & Communications Inc.
- Association of Canadian Community Colleges (ACCC)
- Numerous Canadian colleges and universities*
- Jamaica:
  - Ministry of Industry and Commerce, 1989
  - Ministry of Local Government, Youth and Community Development
  - Human Education and Resource Trust/Solidarity Unit
- Barbados - Industrial Development Corporation of Barbados
- Thailand - Rural and Social Management
- Poland
  - External Affairs Canada
  - Centre for Privatisation, Poland
- China Science and Technology Exchange Centre (CSTEC), P.R.C.
- Mankato State University, Mankato, Minnesota, U.S.A., International Business Institute
- Four Motors Group of Europe (Germany, France, Spain and Italy)
- Seven Islands Group (Partners in Antigua, Dominica, Grenada, Montserrat, St. Kitts/Nevis, St. Lucia and St. Vincent)

*Through program replication the NEC has partnered with many postsecondary institutions across Canada.

The Centre of Entrepreneurship for the Northwest has also been involved

in numerous collaborations and partnerships drawing upon its expertise in entrepreneurship. The following is a list of organizations with which the CEN has had such affiliations.

- Thunder Bay Chamber of Commerce
- Thunder Bay Ventures
- Lakehead Board of Education
- Lakehead District Catholic School Board
- Program Council West
- Ministry of Industry, Trade and Technology (MITT)
- Ministry of Northern Development and Mines (MND&M)
- Statistics Canada

The college, via the NEC, has also received external recognition in the area of awards for achievement. The NEC has been awarded the ACCC Spotlight Award for its entrepreneurship programs and in 1991 it won an International Association of Business Communicators (IABC) award for its Export Enhancement marketing brochure.

As mentioned earlier, the NEC has carried out extensive program replication across Canada, particularly with the Small Business Owner Development (SBOD) program which was run in 42 communities coast to coast. NEC programs were also the basis for the FBDB program for assistance to small business.

In addition, the Entrepreneurship Certificate program, developed jointly by the CEN and the Business Administration department, has been purchased for replication by both Sault College and Cambrian College.

Much of the external recognition of Confederation College expertise in entrepreneurship takes the form of requests for consultation on program design, development and delivery. This is ongoing for both the NEC and the CEN and includes both professional courtesy and paid consultations. The following is a partial list of organizations that have received such consulting from the NEC.

- Vancouver Community College
- Lambton College (Sarnia)
- Advanced Management Centre, Dalhousie University, (Halifax)
- Georgian College (Orillia)
- Sir Sandford Fleming College (Peterborough)
- Sault College (Sault Ste. Marie)
- Kanata Enterprise Centre (Ottawa)
- York Business Opportunities Centre (Toronto)
- Centennial College (Scarborough)
- Executive Planning Associates (London)

The CEN has also carried out paid consultations for:

Cabot Institute of Applied Arts and Technology (Newfoundland)
Holland College (PEI)
Northlands College (Saskatchewan)

Recognition of expertise in entrepreneurship education, training and services also takes the form of invitations to participate in policy forums, think tanks and round tables. NEC personnel have participated in such functions organized by a number of institutions including:

- The National Entrepreneurship Development Institute (NEDI)
- The Conference Board of Canada
- Industry, Science and Technology Canada
- The Canadian Foundation for Economic Education (CFEE)
- Ministry of Industry, Trade and Technology

CEN staff have participated in similar functions organized by:

- Economic Council of Canada
- Junior Achievement
- NEDI
- MITT
- Burgoyne Centre of Entrepreneurship, Brock University
- CFEE
- City of Elliot Lake Economic Development Corporation

Other examples of external recognition of expertise include invitations to participate in conferences as a presenter or panel chair for a presentation, seminar or workshop. NEC, CEN and other business division personnel regularly receive such requests.

The International Council for Small Business (ICSB) is one of a number of conference organizers that has repeatedly requested such conference participation from Confederation College. Business division personnel made presentations at the following ICSB conferences:

- Saõ Paulo, Brazil (October 1989)
- Windsor, Ontario (November 1989)
- Quebec City, Quebec (June 1990)
- Arlington, Virginia (June 1990)
- Trois-Rivière, Quebec (November 1991)

The director of the CEN will chair a panel at the ICSB World Conference this June in Toronto.

Other conferences to which college entrepreneurship personnel have been invited as presenters include:

- FBDB Small Business Week (1986 to present)
- Entrepreneurial Development for Small Business Operators, Barbados (December 1988)
- Caribbean Association of Technical and Vocational Educators (CATVET), Bahamas (December 1988)

- Community Economic Development Initiatives Annual conference (Toronto - 1989; North Bay - 1990)
- ACCC Annual Conference, PEI (May 1990)
- All China Women's Federation, Toronto (1990)
- NEDI Entrepreneurship Education Conference, Toronto (May, 1990)

Personnel from the Centre of Entrepreneurship, Northwest Enterprise Centre and Northern Ontario Marketplace will be participating on three panels at the NEDI national conference on entrepreneurship education this June in Moncton.

Finally, it should be recognized that international acknowledgement of the college's expertise in entrepreneurship is on the increase. Both the NEC and CEN have recognized programs in the INTERMAN Project of the International Labour Office (ILO). External Affairs and International Affairs Canada recognized this expertise when it supported the college with its efforts in China with CSTEC and more recently with the Polish project for the Polish Ministry for Privatisation. Confederation College has also repeatedly been recognized for its expertise in entrepreneurship education and training by the Canadian Federation of Independent Business (CFIB), the largest small business association in Canada with close to 100,000 member firms.

2. QUALITY

Indications of quality in a program or in the operations of an organization can take many forms. Testimonials are one indicator of quality and performance.

The following quotations are testimonials to the excellence of the entrepreneurship programs and efforts of the NEC.

1985-86 - Hugh P. O'Neil, Minister of Industry, Trade and Technology:

> We in this government have taken an active role in helping finance projects such as this one because the vast majority of new jobs in the province are created by small businesses. These companies are making an enormous contribution to Ontario's development and prosperity. I commend the centre for its work in stimulating entrepreneurship in northwestern Ontario.

B.E. Curtis, Chairman, Community Advisory Council:

> The Northwest Enterprise Centre is on the leading edge of a trend to utilize effective adult learning as a means to stimulate economic change. The programs which are being tested in northwestern Ontario not only make a significant impact on the region's economy but also can stimulate economic change nation-wide if effectively replicated elsewhere.

1987-88 - The Honourable Monte Kwinter, MPP, Minister of Industry, Trade and Technology:

> Northern Ontario needs entrepreneurs - people who have the ability to make the most of existing markets and to identify new merchandising potential - and this is where the Northwest Enterprise Centre has had an opportunity to show its commitment to entrepreneurial excellence. Over the past three years, the centre has provided programs geared to enhancing and developing the ability of entrepreneurs to be self-sufficient, independent business people.

The Honourable Rene Fontaine, MPP, Minister of Northern Development:

> In the three years since its founding, the centre has established a strong record of success in assisting northern business people. More than 500 companies have received help in marketing, sales and strategic planning.

Frank Stronach, Chairman of the Board, Magna International Inc.:

I am proud to be associated with the Northwest Enterprise Centre as Exemplar for Entrepreneurship. The centre performs a great service to northwestern Ontario by nurturing and supporting the growth of the entrepreneurial spirit.

1988-90 - The Honourable Alan Pilkey, Minister of Industry, Trade and Technology:

The Ministry of Industry, Trade and Technology has been a partner of the Northwest Enterprise Centre since 1985. Over these five years the centre has been a leader in developing innovative programming in support of entrepreneurship throughout the region. Programming has now expanded to serve all the people of the northwest including women and native entrepreneurs. Our partnership has been a productive one.

The Honourable Shelley Martel, Minister of Northern Development and Mines:

Through its counselling and support, the Northwest Enterprise Centre is helping many small businesses become more competitive. The centre's level of activity within the northwestern Ontario business community manifests its commitment to support and encourage innovation, and speaks to the vitality of the area's small business sector.

1991 - John Bullock, President, Canadian Federation of Independent Business:

One of Canada's premier small business training packages has been developed by the Northwest Enterprise Centre in Thunder Bay. The best suggestion for setting up small business training is to follow the existing model at the Northwest Enterprise Centre.

From 1991 SBD brochure:

On-site consultation improved our in-store bakery sales by 80 percent. Gross margin also improved significantly.
Garnet Czinkota, I.G.A. Store, Sioux Lookout

Overall, the program and on-sites have proven to be very helpful and informative. We have already applied many new ideas to our business.
Heather and Ron Bateman, Interior Decor, Kenora

I would recommend this program to both small and large companies interested in improving customer and employee relations.

Terry Smith, Branch Manager, Eimco Jarvis Clark

> The seminars and on-site advisory sessions were a great help in enhancing my managerial skills.
> James Mirabelli, Thunder Bay Community Auditorium, Thunder Bay

> We found the advisory sessions and the employee participation aspect of the Small Business Development program especially valuable.
> Jane Cryderman, Printables Promotional Sportswear, Thunder Bay

From publication "Entrepreneurship Programs & Services":

The Times-News serving northwestern Ontario:

> The northwest has been lucky to have the Enterprise Centre at Confederation College in recent years. It teaches people how to start businesses and stay in business. It has trained hundreds now and their graduates give the centre rave reviews.

From Adventures in Entrepreneurship, Summer 1991 (vol. 1, no. 2):

> Gary Littlefield of Sportop Marketing says the Northwest Enterprise Centre (NEC) taught him the meaning of these words (Growth: Dream or Vision). Dreaming about a business is just that - a dream. Put that dream into an actionable plan and it becomes a vision. Gary says there are many components to keeping a business healthy and growing. Getting along with your competitors, profit sharing and being up-front and precise with your staff are just a few.

The CEN has also got to the point in its life where it has begun to receive testimonial recognition for its expertise.

From the "Bulletin" of the International Council for Small Business (ICSB), Summer 1991:

> "CEN has established itself as a centre of expertise in the design, development and delivery of entrepreneurship education programs."

Lyn McLeod, MPP, Leader, Ontario Liberal Party, July, 1991:

> "Your centre (CEN) has certainly been industrious in its course development and in its efforts to reach all segments of the education system to assist aspiring entrepreneurs. Having been minister when the Centres of Entrepreneurship were established, it gives me particular satisfaction to see the progress being made."

Shelley Martel, MPP, Minister of Northern Development and Mines, February, 1992:

"The CEN's work is very much a step in the right direction. You should be commended for your efforts."

Program and service quality is also attested to through the process of program evaluation, both internal, by participants and by external professional third party evaluators. Seminar, program and course evaluations are continuously carried out by both the NEC and CEN to assure quality maintenance. Both operating units have received consistently high marks in these participant evaluations.

The NEC has been repeatedly evaluated by government ministry personnel and by hired consultants, with good results. The repeated refunding of NEC programs by government ministries is proof positive of their satisfaction with the quality of NEC programs.

The CEN has just completed its first four year contract with support from the Ontario Ministry of Colleges and Universities (MCU). An external evaluation was carried out on the CEN's activities by A.R.A. Consulting of Toronto. Here is part of what they had to say about the CEN.

> With regard to its overall accomplishments, the CEN at Confederation College has been outstanding in terms of its accomplishments with regard to its developments in the teaching of entrepreneurship. Its expertise in this area is attested to by the other colleges within Ontario which have adopted the curriculum for its own use, as well as the post-secondary institutions in other provinces and internationally that have shown an interest in the program.
>
> The program has also shown leadership in the development of articulation and entrepreneurial studies curricula for teaching through distance education.
>
> In terms of public awareness, the CEN at Confederation College has been successful in carving out a niche for itself that is distinct from the highly visible NEC. Its reputation for curriculum development, together with its extensive resource collection, have helped it develop an image within the community for its academic expertise in the area of entrepreneurial studies.

The CEN has received informal confirmation that its funding support from MCU will be continued for a second contract period.

A strong indication of the quality of a program is the achievements realised by people that take the program. The NEC has had over 1000 client firms in northwest Ontario since its inception. Repeated program impact assessments carried out by the NEC showed that client firms enhance their market performance and profitability as a result of taking NEC programs. NEC client firms have been the recipients of numerous awards including the Northern Ontario Business Awards and the Ontario

Chamber of Commerce Outstanding Business Achievement Awards.

In addition, many hundreds of other northwest Ontario residents have taken various NEC programs aimed at either new venture establishment or enhanced employability. A listing of new venture startups and career improvements realized by these individuals would be too lengthy to include here, but it has to be mentioned as a measure of program quality.

The same kind of comments can be made regarding the impact of the NEC programs that have been extensively replicated across Canada.

The CEN, Business Administration Department and other operating units of the college now deliver 32 courses in the field of entrepreneurial studies. Approximately 750 students have now taken one or more of these courses. While it is still early to judge the impact of these courses on students' achievements, there are already a growing number of part-time and full-time businesses being started and run by students who took entrepreneurial courses at Confederation College. Furthermore, a number of other students have attested to the value of the courses in enhancing their ability to get a job.

Finally, in regard to indicators of entrepreneurship program quality, recognition has to be made of the success achieved by the college in the area of secured government funding in support of entrepreneurship initiatives and services. The most visual, most impressive example of this is the newly completed, government funded, Northwest Development Wing.

3. RESOURCES

Confederation College's strength in the area of entrepreneurship education and training is in human resources. The Business Division is headed by a Dean who is nationally recognized as a leader in the promotion of entrepreneurship programming. He is backed by a staff of professionals of whom one-third are involved with entrepreneurship education or training activities.

The NEC is headed by a general manager who previously ran his own consulting firm. The NEC itself is staffed by 20 entrepreneurial training professionals who have had experience in owning/operating a small business. The majority hold or are working towards graduate degrees in business administration, psychology, and education. Some hold professional designations such as Certified Management Accountant and Chartered Accountant. They work with the business community on a one-to-one basis. Staff members have taken active roles in local Chambers of Commerce, Economic Development Committees, Community Industrial Training Committees, and so on, as well as other organizations involved in economic community development at local regional, provincial and national levels.

In addition, the NEC draws extensively on the use of external subject experts. These people are nationally and internationally recognized trainers who are recruited to complement the delivery of NEC programs. Since 1983 the NEC has contracted over 300 expert seminar leaders to collaborate in the delivery of its programs.

The CEN is directed by a Ph.D. trained economist who has been involved in the startup of four business ventures and the design of over 50 products. Similarly the coordinator for the Entrepreneurship Certificate Program also previously ran his own business, as does the head of the C.E.I.C.-funded Small Business Management Program. These people have the proven ability to bridge the gap between theory and practice. The director of the CEN is one of the most widely published members of the Confederation College staff.

In addition to human resources, Confederation College has considerable physical resources in the area of entrepreneurship. The NEC, CEN and Northern Ontario Marketplace are all housed in the new Northwest Development Wing of the Shuniah Building, and are close to the balance of the Business Division staff. This new facility has a meeting room, reading room and in-house computer facilities, as well as ready access to ample expanded classroom facilities.

The NEC and CEN have each developed substantial print, audio and video resources in the area of entrepreneurship, small business management and international trade. The combined print collections exceed 2000 pieces and there are about 100 pieces of audio, video and computer program learning aids in the three broad general subject areas. In addition, further materials are housed in the college resource centre including an extensive microfiche database dealing with starting and running some 80

different kinds of businesses.

The CEN has, as part of its capital equipment resources, and IBM desktop publishing system equipped with a modem. This enable the CEN to produce quality finish curriculum, reports and other published products.

The NEC also has four regional offices located in Marathon, Dryden, Kenora and Fort Frances. These are in place to extend the service reach of the NEC to entrepreneurs and small businesses throughout the region.

4. SUPPORT OF COLLEGE MISSION STATEMENT AND OBJECTIVES

The entrepreneurship programs of the NEC, CEN and other departments of the Business Division are an example of innovative, high quality, college-level learning and training services designed to meet the diverse needs of the population of northwest Ontario, and to assist the region with its cultural, social and economic growth. This is a widely recognized fact both inside and outside the College.

In regard to supporting the objectives of Confederation College, it is worth noting that the NEC has repeatedly assisted the college with internal projects, assessments, analyses, proposal writing and other services which have been valuable in making the college a more effective operation. It has assisted the corporation in the area of college program marketing, new facility development, and other service activities.

5. PROGRAMS AND SERVICES

Confederation College offers an extensive menu of entrepreneurship programs and services through the NEC, CEN, the Business Administration Department, Northern Ontario Marketplace and other college departments. What follows is summary information on these various activity areas. Quite a few of the initiatives broke new ground in Canadian postsecondary business education.

Since the first pilot project in 1983-84 many NEC programs have been evolutionary in nature. They met a need and gave rise to other new programs. Here is a brief list of NEC programs, further details for which appear later in the text.

Program	Year
Small Business Owner Development (SBOD)/Small Business Development (SBD)	1983-92
Municipal Management Development (MMD)	1983-85
Women in Transition	1985-86
Entrepreneurship for Women (EFW)	1985
Creating Enterprise for Women (CREW)	1985-90
Sales Beyond the Basics	1985-86
New Enterprise Training for Profit (NET/PRO)	1985-86
Starting Right the First Time	1986-91
Small Business Employee Program (SBEP)	1987-88
Changing for Tomorrow's Opportunities (CFTO)	1988-89
Youth Inc. (Youth Entrepreneurship Camp)	1988-90
Polestar (CEDI)	1988-92
Mystery Shopper/Phantom Program	1990-92
Build a Business	1991-92
Export Enhancement	1991-92
Global Business Executive Certificate (GBEC)	1991

Other NEC Projects and Services	Year
Commonwealth Games Bid	1987
Regional Trade Centre Study	1987-88
Proposal for the CEN	1987
Proposal for Thunder Bay Ventures (Community Futures Group)	1987
Community Auditorium Lifestyle Study	1988
Enterprise Exchange (newsletter)	1988-89
Premier's Conference on Northern Development	1988
MITT/SBOD feasibility study for 10 Northeastern Ontario communities	1988
Omnibus Study (local businesses)	1989
Enterprise Exchange (Conference	1989-90
Northwestern Ontario Regional Surveys	1990
Confederation College Marketing Plan	1990-91
Adventures in Entrepreneurship (newsletter)	1991-92
"Northwest Viewpoint" (regional surveys)	1991-92

Short one-two day seminars	ongoing
Contract market research projects	ongoing
Small Business Week support	annual

What follows here are brief descriptions of the major NEC programs and services.

Programs

SMALL BUSINESS OWNER DEVELOPMENT (SBOD)
SMALL BUSINESS DEVELOPMENT (SBD) 1983-92

Designed for independent business owners striving to improve their operations, SBOD/SBD is offered in five locations in northwestern Ontario. The program now consists of a series of seminars, workshops, problem-solving sessions, staff training and on-site business advisory sessions.

MUNICIPAL MANAGEMENT DEVELOPMENT (MMD) 1983-85

A two-year program aimed at stimulating the better use of human, financial and economic resources of municipalities. Consists of seminars combined with group/individual on-site consultations. It was offered in five locations in northwestern Ontario.

ENTREPRENEURSHIP FOR WOMEN (EFW) 1984-85

A 10-month project to provide women with the skills and knowledge necessary to start and succeed in their own businesses. This program consisted of seminars and on-site consultations and was later refined to become Creating Enterprise for Women (CREW).

CREATING ENTERPRISE FOR WOMEN (CREW) 1985-90

This program is targeted primarily at women interested in small business ownership. It provides women with a chance to explore business life while developing both life skills and business skills. This 22-week program featured training in small business management, host placement and business plan development.

SALES BEYOND THE BASICS 1985-86

An intense one-day sales training session which was aimed at the professional salesperson who wished to hone his/her selling skills. The program covered the selling cycle, qualifying, questioning and handling objections, and closing the sale.

NEW ENTERPRISE TRAINING FOR PROFITS (NET/PRO) 1985-86

A learning packaged purchased by the Centre to test the market need and program requirements for "preventure" training. It led the participants from dreaming about being in business to launching their venture.

SMALL COMMUNITIES ARTS MANAGEMENT PROGRAM (SCAMP) 1986-88

A program to assist young people (ages 18-24) from across northwestern Ontario to acquire the skills necessary to organize and present arts programming and performances in smaller communities. This program consisted of seminars and practical experience at the Thunder Bay Community Auditorium and Moonlight Melodrama, plus 14 weeks of placement with arts-related organizations across the province.

STARTING RIGHT THE FIRST TIME (SRFT) 1986-89

Weekly seminars, AV and print materials, and exposure to community professionals who impart valuable information assist participants to be better prepared before starting their businesses. Participants develop a comprehensive and realistic business plan. The Young Entrepreneurs Project and Youth Enterprise were designed based on the Starting Right model.

DEVELOPMENT OPPORTUNITIES FOR WOMEN (DOE) 1987-88

DOE was designed for women out of the workforce who wish to make a successful transition into today's highly competitive job market. The 78 percent success rate was due largely to the highly individualized training plans and a supportive group experience.

SMALL BUSINESS EMPLOYEE PROGRAM (SBEP) 1987-88

Modelled after SBOD, this program is designed for employees of SBOD clients, to ensure a common sense of direction and depth of skill throughout the organizations. A 10-month series of seminars and workshops developed to enhance communication, customer service and small business knowledge. This pilot program was offered in Fort Frances, Ontario.

THE ADVANCED MUNICIPAL MANAGEMENT SEMINAR SERIES 1987-89

This program was designed for municipal administrators and employees. It was comprised of five seminars on human resource development and six seminars on customer service, telephone techniques and stress management.

THE MUNICIPAL ADMINISTRATION PROGRAM (MAP) 1987-92

MAP was designed with the help of the Association of Municipal Clerks and Treasurers of Ontario (AMCTO) for the benefit of town and city clerks and municipal employees of northwestern Ontario.

BUSINESS PLANNING FOR PROFITS (BPP) 1987-90

After successful completion of the SBOD/SBD program many companies moved into more advanced levels of entrepreneurial training. Business Planning for Profits offered a more intense examination and development of a strategic plan. The program featured six professional business seminars related to the different elements of planning, six group workshops and six four-hour on-site advisory training sessions. Completion of an actionable business plan was the end goal for each participant.

CHANGING FOR TOMORROW'S OPPORTUNITIES (CFTO) 1988-89

Marketing and sales were the focus of this advanced program piloted in 1988-89. A unique aspect of the program was the Omnibus Survey, which allowed each participating firm to contribute a number of questions concerning their specific information needs which were then compiled into one master survey.

POLESTAR (COMMUNITY ECONOMIC DEVELOPMENT INITIATIVES - CEDI) 1988-92

Polestar is a special community development project designed to assist social assistance recipients in either starting their own small business or securing self-employment. Participants are exposed to an entrepreneurial/life skills training program that involves business management, host placement and the development of a business plan. Over the last three years, five different Polestar projects have been launched with a group average of 20 people.

YOUTH INC. 1988-90

This program was designed to heighten the interest of high school students in business ownership. Students from across northwestern Ontario met for an intensive weekend of training. Besides taking part in seminars on such topics as marketing and finance, students are actively involved in group workshops creating businesses on paper. Awards provided by the private sector were given in such categories as most innovative business idea, most ambitious financial plan, best market niche and most complete business plan.

EXPORT ENHANCEMENT 1991-92

This unique program focuses on the needs of small businesses requiring training in export marketing. Companies who are currently involved in exporting or who are potential exporters are the key participants. This program features professional export seminars, group workshops and on-site consultations. Subjects featured in this program include organizing for export, building the export marketing plan, tapping the U.S. market, and fundamentals of export documentation.

GLOBAL BUSINESS EXECUTIVE CERTIFICATE (GBEC) 1991

A program specially designed for community business leaders who wanted

to know more about how regional economies can compete in the new global market. This program featured seminar presentations on many global issues. Three weekend sessions were offered and were held at two-week intervals. All were in Thunder Bay with the exception of one held in Minneapolis at the Minnesota World Trade Centre.

Services

MARKET RESEARCH

The Centre has assisted many small business operators and would-be entrepreneurs in extensive market research studies which explored the potential market for the introductions of new products and services. The Centre continues to assist its clients by providing valuable information about today's consumer through focus group interviews and customer service research such as the Mystery/Phantom Shopper programs.

TRADE INDEX

The NEC and the Thunder Bay Economic Development Corporation compiled a comprehensive trade index providing detailed and valuable information on the Thunder Bay business community. Materials are available in print and computer software.

REPLICATIONS

The NEC assisted the Federal Business Development Bank in replicating the SBOD/SBD program at several locations across Canada. The NEC acted as a consultant to assist communities lay the foundation for the program and recruited and trained qualified advisors.

Replication of programs has also been undertaken with many other partners. The NEC offers assistance in the form of community assessment, recruiting and training of program advisors, help in the initial stages of launching the program, and ongoing monitoring and evaluation as required.

FIRST NATIONS TRAINING

The Northwest Enterprise Centre delivered 150 hours of business training for the Mattawa First Nations and Ojibway/1850 Treaty Councils from February to November 1991. The participants were Band Economic Development Officers and Trainees. The topic areas included Business Plan, Market Research, Marketing, Financial Planning, Funders, Hiring, Customer Service, Merchandising, Store Layout, Inventory Control, Tracking Customers and Entrepreneurs.

The eight NEC advisors involved in the delivery of these seminars and workshops used an approach that involved cross-cultural awareness and recognition of native issues and concerns.

A one-week Community Needs Assessment Training session was held for the Northern Nishnawbe Education Council in Sioux Lookout in 1990.

INTERNATIONAL PROJECTS

In January 1989 Zhang Yifu, an economics lecturer with the China Management Training Centre, Chengdu, China, came to Thunder Bay for a year-long placement with the Northwest Enterprise Centre.

The Northwest Enterprise Centre has continued its long-standing train-the trainer and human resource development missions to Jamaica.

A three-week feasibility study mission to the four islands of Antigua, St. Kitts/Nevis, Dominica and St.Lucia was conducted in March 1989. The purpose was to assess current resources and adaptability of NEC programming to the business environments of the four island countries.

In 1989 the NEC initiated a process to replicate the entire concept of an enterprise centre in Jamaica to meet the long-term goals for a comprehensive and integrated approach to entrepreneurial development on the island.

An introductory mission to Malaysia in March 1989 marked the Northwest Enterprise Centre's expansion of international work to the Pacific Rim. This was a joint feasibility study on entrepreneurship conducted in cooperation with B.C.'s Capilano College, under the auspices of ACCC.

During 1990-91 the NEC carried out a variety of consulting and training program projects in small business development as part of the Four Islands Project (Antigua, Dominica, St. Lucia and St. Kitts-Nevis).

In 1991 the NEC negotiated a training contract with the China Science and Technology Exchange Centre (CSTEC) for a two-month program for technology transfer and commercialization. Twenty senior government science and technology personnel took the program. This led to a further contract for 30 Chinese business personnel who will receive entrepreneurial business training at the college in the summer of 1992.

More recently the Business Division of Confederation College was selected by the federal government to assist the government of Poland in the process of privatizing their economy. Two exploratory missions have been carried out in Poland gathering data and other input required for the development of a customized training program in entrepreneurship. Training teams to carry out the first program delivery will be going to Poland in June and August. Based on the initial work carried out on the pilot contract, the College has been requested to prepare a two-year training program proposal which will receive funding support. NEC, CEN, NOM and Business Administration Department personnel have all played a role in this project.

In addition to the seminar-type entrepreneurship training programs offered by the NEC there are also a wide variety of entrepreneurship

post secondary courses available at Confederation College. During the period 1988-92 the Centre of Entrepreneurship for the Northwest (CEN) was made responsible for the introduction of entrepreneurship education on a multi-discipline basis.

Today Confederation College offers 32 entrepreneurship courses including three general elective courses, two required courses in the two-year Business Administration Diploma program, 15 courses in the comprehensive Entrepreneurship Certificate program, and 12 courses in the Small Business Management Program. Two further courses are presently under development, and still others are envisioned. This constitutes one of the largest college-level course offerings in entrepreneurship in Canada, if not the largest. To date some 750 students have taken one or more of these courses.

Summary information on Confederation College entrepreneurship courses is provided below.

Elective Courses in Entrepreneurship

The following three courses are offered in the daytime through the Division of Applied Arts, and in the evening through the Community Programs department of the Division of Continuing Education.

GS 167 ENTREPRENEURIAL PERSPECTIVES

Entrepreneurial Perspectives is an introductory overview subject of the entrepreneurial phenomenon. It will permit students to understand the role of entrepreneurship in the economy and will expose them to the challenges of an entrepreneurial career. Unlike subjects in business management, this subject focuses on business creation and growth. The students will have an opportunity during the subject to explore their own compatibility with a career in entrepreneurship.

Topics covered include: the role of entrepreneurship in Canada, the nature of entrepreneurship, the characteristics and motivations of entrepreneurs, entry paths into entrepreneurship, opportunity identification, idea generation and creative thinking techniques, business opportunity assessment, business plans and startup needs, success and failure factors in business startups, the evolving role of the entrepreneur in a growing business.

GS 177 PLANNING FOR NEW VENTURES

The sequel to GS 167, Planning for New Ventures, focuses on preparation and planning for the launching of a new business. It begins with the assumption that a business

opportunity assessment has been carried out with positive results, and continues the process through the pre-startup development and planning stage.

Topics covered include: the reason for and role of business planning, types of planning, plan formats and contents, business objectives and agendas, market analysis, business organization, production operations, personnel requirements, marketing, finances and funding, business launch requirements.

GS 185 INTERNATIONAL TRADE: HOW TO DO IT

International Trade: How To Do It is the first subject in international business to be offered at Confederation College. As its title suggests, the subject is very hands-on in nature and focuses on applied issues of international trade. Students taking this subject will become familiar with the purpose, nature and technical aspects of both exporting and importing.

Topics covered include: the role and nature of international trade, foreign business cultures and practices, exporting, international payments mechanisms, countertrade, trade regulations, customs brokers, communications, shipping, freight forwarders, dealing with trade risks, property rights, importing and off-shore sourcing, sources of assistance.

Required Courses in Entrepreneurship

The two-year Business Administration Diploma program has two required courses in entrepreneurial studies, GB 308 and GB 400. These courses are offered in the daytime through the Business Administration Department. They are also offered by the Division of Continuing Education in the distance education format. The instructor and student manuals for both of these courses were developed by the CEN in conjunction with the Curriculum Development Department.

GB 308 ENTREPRENEURSHIP

In analysing the critical role the entrepreneur has in today's Canadian economy, this subject will examine the process of New Venture start-ups. In addition to assessing business plans, topics on franchising, control systems, market analysis and government assistance programs for entrepreneurs will be studied. Extensive research assignments and case studies will be completed by the students.

GB 400 INTRAPRENEURSHIP

The principles of intrapreneurship will be studied as they apply to larger organizations who are committed to keeping the entrepreneurial spirit alive within the corporation setting. By analysing and overcoming obstacles such as organizational structure, communication barriers, and poor resource allocation, the student will study techniques used by successful companies using various reward systems, motivational techniques, and productivity improvement tools.

In the Fall 1992 semester, GB 308 will be replaced by a new course, GB 312, entitled Enterprise Development and Management. In January of 1993 GB 400 will be replaced by GB 412, International Business. Some of the intrapreneurship subject matter will be rolled into GB 312. GB 308 and GB 400 are being considered as subject options for delivery through the new Continuous Learning Centre at the college. Details of GB 312 and GB 412 are provided below.

GB 312 ENTERPRISE DEVELOPMENT AND MANAGEMENT

This course will introduce the student to the process by which enterprises are conceived, established and nurtured into secure growing companies. It will focus on idea generation, opportunity assessment, new venture planning, startup and management for growth. It will examine in detail the key elements of the business plan including market analysis, staffing and equipment needs, cost analysis and revenue forecasting, financing requirements and methods, legal and tax issues, sources of assistance, startup requirements and launching the new venture. The course will also focus on issues of operational efficiency and good management. The changing role of the business owner from entrepreneur to business manager will be examined, along with techniques for keeping the firm entrepreneurial and dynamic.

GB 412 INTERNATIONAL BUSINESS

This course will introduce the student to the complex workings of the global economy and international business. It will familiarize the student with the setting within which trade takes place including trade regulations, international business agencies, money markets and international trade agreements. The student will study Canada's trade position, learn the basics of balance of payments, and develop an overview of new developments in the global economy.

The course will provide a detailed examination of export market development including research and planning, export pricing, payment methods and financing, export documentation and shipping, the role of trade intermediaries, agent and

distributor agreements, international negotiating and partnership development, international marketing and the cultural prerequisites for doing business abroad, plus sources of assistance for firms that are going global.

Entrepreneurship Certificate Program Courses

This 30-week program is one of the most thorough pre-startup entrepreneur training programs of its kind and requires the preparation of a thorough bankable business plan as a requirement for graduation.

The 15-course curriculum is summarized below on a semester basis.

First semester:

CS 109 COMMUNICATIONS FOR SMALL BUSINESS I

The focus of this subject will be to develop the written communication skills of the student. Areas of concentration will include letter, memo and report writing while building grammatical and vocabulary skills.

EN 100 ENTREPRENEURSHIP

The student is introduced to the nature and role of entrepreneurship in the Canadian economy. The subject highlights the characteristics, motivations and challenges faced by the entrepreneur. The student is exposed to an extensive variety of techniques to identify and assess business opportunities.

EN 101 ENTREPRENEURIAL SELF-DEVELOPMENT

This subject will focus on developing the individual entrepreneurial potential in each student. The subject will offer effective strategies to help the student develop skills in goal-setting, stress management and time management.

EN 102 BUSINESS PLANNING

This subject will provide the student with an overview of the importance of planning for the success of a business venture. Students will review the components of a business plan and gain an understanding of its use as a start-up marketing and management tool.

EN 104 FINANCIAL ANALYSIS

This subject is intended to provide an overview of the accounting cycle. Major topics include the preparation of

operating and capital budgets, pro forma financial statements and cast flow statements to assist in the preparation of a business plan.

EN 108 MICROCOMPUTER APPLICATIONS I

This subject will introduce the student to the microcomputer as a valuable management assistance tool to their venture. The subject will provide an overview of various software programs available to the entrepreneur with particular emphasis on word processing, spreadsheeting and data base development.

EN 201 MARKETING FOR SMALL BUSINESS

This subject focuses on the analysis of the various elements that combine to create an effective marketing plan for a small business. Students will be exposed to various methods to effectively communicate their marketing strategies to their target markets.

Second Semester:

CS 202 COMMUNICATIONS FOR SMALL BUSINESS II

The focus of this subject will be to develop the oral communication skills of the student with the objective of effectively developing and presenting the information contained in their business plans.

EN 200 SECURING RESOURCES FOR START-UP

This subject is designed to provide the student with an overview of the various resources required for business start-up and methods to acquire these resources through the development of a financial proposal.

EN 202 FINANCIAL MANAGEMENT FOR ENTREPRENEURS

This subject will provide the student with the skills necessary to develop a complete package of financial information required for start-up. Students will be exposed to forces that will have a direct impact on the financial management of their venture with emphasis on taxation.

EN 203 HUMAN RESOURCES

This subject will provide the student with the knowledge necessary to make effective human resource decisions for their venture. The subject will focus on an assessment of

their human resource requirements as well as methods to acquire, train, motivate and manage these resources within legal legislation.

EN 207 MANAGING YOUR VENTURE

This subject examines various management techniques that can be modified to provide a creative approach to the management of their venture and its resources.

EN 208 MICROCOMPUTER APPLICATIONS II

Students will work with specific accounting and business plan software packages that will assist them in the development of their business plans as well as the management of their venture.

EN 209 SMALL ENTERPRISE DEVELOPMENT

This subject focuses on the evolution of individual enterprises and the changing role of the entrepreneur to effectively manage the various stages of development.

EN 210 INTERNATIONAL TRADE

This subject is designed to familiarize students with the elements of international trade. Students will gain a practical understanding of the purpose, nature and technical aspects of both importing and exporting.

Small Business Management Certificate Courses

The SBM program is a 20-week entrepreneurship training program targeted at technical trades people and others with marketable skills that can form the skill basis for a new venture. This program is funded through C.E.I.C. and draws upon course content developed in the Entrepreneurship Certificate program. It has a 20-student intake. Also, like the Entrepreneurship Certificate program, SBD students must develop a bankable business plan for a new venture. Summary details of the 12 courses in the program are provided below.

First Semester

SM 100 SMALL BUSINESS ORGANIZATION

This course is designed to satisfy the needs of those who are thinking about working in or starting and operating

their own business. To do this, the role and importance of small business in the Canadian marketplace will be reviewed. Also, the factors to be considered when deciding to start a small business and subsequently the proper steps to be taken in organizing for a business startup will be studied.

SM 101 FUNDAMENTAL SKILLS FOR BUSINESS MANAGEMENT I

This course is an introduction to the fundamental skills and knowledge which one must possess to successfully operate a business in today's competitive and uncontrollable environment. The course content will focus on the importance of the marketing concept and the integral part the principles of marketing play in developing consumer interest and ultimately, consumer satisfaction.

SM 102 SMALL BUSINESS AND THE ENTREPRENEUR

This course will focus on the nature and role of the entrepreneur in the development of small business in the Canadian Economy. The material studied will help guide the prospective small business person and entrepreneur to a logical and strategic method of getting started in a business of their choice.

SM 103 HUMAN RESOURCES - DEVELOPMENT

This introductory course of human resource development will focus on the importance of good employee recruitment and management. The majority of time and study will be spent on differentiating between employee and employer expectations and attitudes. The course will cover employee recruitment, understanding and working with employee groups through to a study of the supervisor's environment and responsibilities.

SM 104 DATA PROCESSING FUNDAMENTALS

This course is an introductory look into the use of microcomputers in the small business environment. Participants will become familiar with DOS commands and such common requirements as formatting a floppy disk, maintaining files and directories, and using a printer. The student will walk through some of the standard, commonly-used features of a word processor and a spreadsheet program. Through a combination of lectures, discussions, hands-on exercises and assignments, the student will learn to appreciate the benefits of software programs that can be used for record keeping and for generating business reports. Emphasis will be on the completion of assignments and the solving of problems based upon topics and techniques discussed in the classroom and demonstrated in the computer lab.

SM 105 FUNDAMENTALS OF ACCOUNTING I

This course is an introduction to accounting. Topics to be covered will include what bookkeeping is all about, operating statement, the journal, the work sheet, financial statements, closing the books, merchandising accounts, depreciation, checking accounts, handling petty cash, interest, payroll records, partnerships, corporations and bookkeeping and the computer.

Second Semester

SM 200 SMALL BUSINESS MANAGEMENT

This course will take the student from the organization level of small business startup to small business management. The material studies will cover the fundamental management skills necessary to operate the business and to develop the business in a positive growth pattern.

SM 201 FUNDAMENTAL SKILLS FOR BUSINESS MANAGEMENT II

This course is a continuation of the study of fundamental skills and knowledge required for successful business management. The course will focus on the importance of developing an effective communication mix for market development. Also, the course will cover the basic skill requirements for retail management.

SM 202 SMALL BUSINESS DEVELOPMENT

Through the use of knowledge and skills developed in related courses within the program, the student will assess and compile the necessary information required to develop a startup business plan.

SM 203 HUMAN RESOURCES - MANAGEMENT

This introductory course on supervision will concentrate on the role of the supervisor and his/her ability to achieve corporate objectives. The course will focus on the core management skills required for effective supervision, planning, organizing, directing and controlling.

SM 204 DATA PROCESSING APPLICATIONS

This course is an extended look into the use of microcomputers in the small business environment. Participants will expand their knowledge of and ability to use Lotus 1-2-3 and WordPerfect to apply both application programs in business situations, with demonstrated

techniques for setting up, date entry, printing and analysing reports. Through a combination of lectures, discussions, hands-on exercises and assignments, the student will explore some of the finer features of both programs and how they are utilized for maximum productivity in record keeping, correspondence and business reporting. Emphasis will be on the completion of assignments and the solving of problems based upon topics and techniques discussed in the classroom and demonstrated in the computer lab.

SM 205 FUNDAMENTALS OF ACCOUNTING II

The objectives of this course are to introduce the student to the setup and operation of a computerized system using BEDFORD INTEGRATED ACCOUNTING.

Other CEN Projects and Services

The CEN carries out a wide range of entrepreneurship related activities in addition to its course development and delivery work for the college.

It started and continues to develop the Entrepreneurship Reference Collection, a resource available for use by Confederation College students, faculty and staff, as well as by the general public. This useful mini-library has over 1,700 pieces of published material.

The CEN is also active in the development and maintenance of data and information on entrepreneurship activity in Ontario and Canada. It publishes much of this information in article form for use by the popular media as a means of increasing public awareness and knowledge about entrepreneurship.

Expertise in the design and development of entrepreneurship education and training curriculum has got to the point where the CEN and other Business Division departments regularly provide such service on a contract basis to external organizations. In addition to its in-house work, the CEN has developed turnkey curriculum packages at the college level for St. Kitts-Nevis, at the senior high school level for northwest Ontario, and at the junior high school level for St. Lucia. It has collaborated on curriculum development projects in entrepreneurship with the Lakehead Board of Education, Contact North and Statistics Canada. It has also carried out consultations with educators interested in entrepreneurship from across Canada and abroad.

Since its inception the CEN has responded positively to high school requests for classroom presentations and lectures on entrepreneurship in Thunder Bay and the region. It has assisted teachers with information and teaching materials for classroom use, and it has offered several teacher workshops on entrepreneurship education.

The CEN has an active national and international entrepreneurship

educator network of contacts through which it acquires and distributes information. It is a member of the local Thunder Bay Chamber of Commerce education committee and assisted the two Thunder Bay boards of education to articulate college and highschool courses in entrepreneurship.

The centre is a regular presenter at education and entrepreneurship conferences across Canada, as well as at think tanks, consultations and other professional gatherings. It has a good interface with business, government and educator groups both inside and outside of northwest Ontario, and is regularly called upon to provide various types of information and assistance.

6. CONTRIBUTIONS TO APPLICATIONS OF KNOWLEDGE

The contributions made to the application of knowledge vis à vis entrepreneurship education, training and support services by the various units of the Confederation College Business Division have been extensive. They include pioneering work in the development of training programs and curriculum unique in the Canadian college system. This, combined with consultation and training work, program replication, research and publication, conference and other presentations, have gained Confederation College widespread recognition for its entrepreneurship expertise.

Today the college receives a steady flow of inquiries and requests for assistance by educational institutions and other organizations interested in the entrepreneurship education field. Many institutions have received such assistance both inside and outside of Canada.

The largest amount of program replication has been carried out by the Northwest Enterprise Centre. Following is a listing of principal NEC program replication partners.

Cambrian, Sault and Northern Colleges (March 1986)

Sault College - Entrepreneurship for Women program, NET/PRO training Starting Right program

Vancouver Community College - SBOD/SBD training (January 1987) Okanagan College; Vernon Community College

York Business Opportunities Centre, Toronto - SBOD/SBD (September 1987)

MITT/Eastern Ontario (Trenton, Carlton, Belleville, Port Hope, Cobourg) - Phase 1 of three-phase program completed

Kanata Enterprise Corporation, Ottawa (till August 1989)

Lambton/Sarnia College - SBOD/SBD, BPP (May 1988 - April 1989)

Newport Marketing and Communications Inc., B.C. - royalty contract - (May 1988)

Executive Planning Association, London (May 1988)

AMC-Dalhousie, Halifax - NEC programs (in December 1988 purchased CREW)

Canadore College, North Bay - SBOD/SBD and Starting Right (May 1989)

Sir Sandford Fleming College, Peterborough - SBOD/SBD replication

(August 1989)

Cambrian College, Sudbury - Enterprise Centre replication, SBOD/SBD, BPP, Starting Right, Polestar consultation, Certificate of Entrepreneurship, MAP,CREW (October 1989)

Saskatchewan Institute of Applied Science and Technology (SIAST) - Enterprise Centre consulting

Centennial College, Toronto - SBOD/SBD (July 1990)

Nip-Rock School Board - Job Re-entry proposal and CREW

Mattawa First Nations and Ojibway 1850 Treaty Councils

Wawatay - Sioux Lookout

Ignace CITC Community and Industrial Training Committees

Futures - Nipigon

The CEN has been the most active in the area of publications regarding entrepreneurship and entrepreneurship education. It has produced and assisted with articles published in the following publications.

Chronicle Journal-Times News
Thunder Bay Business
Thunder Bay Post
Chamber Chat
Northern Ontario Business
NEDI Notes
ICSB Bulletin
Challenges Magazine
ACCC Community
Community Development Notes
Venturing

Other articles dealing with the entrepreneurship field have also been produced by NEC and other Business Division staff.

The NEC produced a quarterly newsletter entitled "Adventures in Entrepreneurship" which was circulated to 9000 businesses and organizations throughout northwest Ontario. It focused on business startup and development.

The NEC also conducts a semi-annual regional survey on issues, concerns and opinions entitled "Northwest Viewpoint". Utilizing survey samples of approximately 400 adults, the publication has fostered considerable regional interest and dialogue.

College personnel in the entrepreneurship field have been regular presenter participants in regional, provincial national and

international conferences dealing with entrepreneurship and education.

The expertise established at Confederation has also been made available to other countries. Numerous major projects have been undertaken in this area for Jamaica, Antigua, St. Lucia, St. Kitts-Nevis, China and Poland. Smaller projects have been undertaken for Malaysia, the Philippines, Dominica and the Ukraine, and several others are currently under consideration including work in Thailand and other eastern European nations.

Finally, the NEC's new Small Business Advisor Training Program is a further example of path breaking activity in the entrepreneurship field. This program is designed to assist in upgrading the assistance capabilities of people employed by economic development commissions, business development centres, etc., to work with and advise entrepreneurs and small business owners.

7. MARKETABILITY

The entrepreneurship programming at Confederation College has been strongly market driven. Courses and programs have been routinely developed to respond to voiced or identified education and training needs. More than 1000 firms in northwest Ontario have paid to take NEC entrepreneurship programs, as have several hundred other individuals. Similarly, some 750 individuals have paid up to $1000 in tuition fees to take the various entrepreneurship courses offered by the college.

At the same time the NEC, CEN and Business Administration Department have received significant support from a variety of government ministries, and more recently from foreign governments. This has taken the form of pilot project funding, seed money, baseline program or service activity support, participant fee subsidies and purchased program seats.

The purchase-replication of NEC and other college programs in this area is further evidence of their marketability.

The process of identifying market needs has been systemized at the NEC. Training needs surveys specific to client groups are conducted regularly. Focus group interviews complement these findings. Participant evaluations are regular features of all programs. Appropriate responses result in ongoing programs and development of new programs.

Both the 30-week and 20-week entrepreneurial certificate programs were developed in response to an identified market need.

Many NEC programs can be directly aligned with government policy priorities, as well as with identified market need. This has often been of considerable aid in making the programs both more accessible and affordable to the participants.

The following listing of government priorities and the resultant program response of the NEC provides a good illustration of this factor in entrepreneurship programming.

Government Priority ----> Program Response	
Small Business Development	SBOD/SBD, Starting Right the First Time, Build a Business, BPP, CFTO, NET/PRO
Entrepreneurship Awareness	Newsletter - "Adventures in Entrepreneurship", Entrepreneurship for Women
Export	Export Enhancement, Global Business Executive Certificate
Social Assistance Retraining - CEDI	Polestar
Retraining	DOE, CREW, Women in Transition
Youth Enterprises	Youth Inc.
International Development	Solidarity Project, Jamaica Entrepreneurship Development in the Eastern Caribbean Privatization in Poland Project Community Economic Development, Jamaica

One good indicator of the value associated with entrepreneurial programs, testimonials and referrals aside, is the extent to which business owners and business professionals come forward to participate in and otherwise directly support them. Both the NEC, CEN and the 30-week certificate programs have received considerable support of this nature.

In the present austere economic times program fundability is an especially important factor for educational institutions. Confederation College has proven to be very successful in this regard. Over the last few years the NEC has achieved almost $700,000 in national sales. The centre makes an annual contribution, including that of the CEN, of over $100,000 to the college. In the postsecondary area where formula-funding supplements tuition fees, the entrepreneurship programs fully pay their way with appropriate contributions to overhead.

Another important aspect of the marketability of the entrepreneurship programs at Confederation College is the recognition that it brings to the school. The college image has been enhanced locally, regionally, nationally and internationally as a result of achievements in the entrepreneurship area. Media coverage, visitations and consultations, replication, invitations to conferences and think tanks, requests to tender and funded contract activity are all indications of this.

8. STRATEGIC EDUCATIONAL PARTNERSHIPS

The Business Division operating units at Confederation have extensive strategic educational partnerships with schools, associations, education and business organizations, government ministries and international agencies. These include local, provincial, national and international alliances.

As mentioned earlier, Confederation has partnered with numerous colleges and universities across Canada through consultation, program replication and project partnerships. In addition it has had various collaborations with various organizations, including:

Program Council West
Association of Canadian Community Colleges (ACCC)
National Entrepreneurship Development Institute (NEDI)
Canadian Bureau for International Education (CBIE)
Provincial Association of Centres of Entrepreneurship (PACE Ontario)
National Entrepreneurship Education Consortium (U.S.A.)
International Council for Small Business (ICSB)
Canadian Foundation for Economic Education (CFEE)

Business groups with which the college has collaborated vis à vis entrepreneurship education and support activities include:

Chambers of Commerce
Northern Ontario Economic Development Network
National Business Incubation Association
Thunder Bay Business Women's Network
Women Business Owners of Northwestern Ontario
Canadian Federation of Independent Business (CFIB)
Polish Canadian Management Association

The NEC, CEN and other Business Division operating units have had extensive collaborative relationships with a large number of government ministries and agencies including:

Ontario Ministry of Municipal Affairs
Ontario Ministry of Skills Development
Ontario Ministry of Industry, Trade and Technology
Ontario Ministry of Northern Development and Mines
Ontario Ministry of Community and Social Services
Ontario Skills Development Office
Lakehead Occupational Skills Development Incorporated
Ontario Ministry of Education
Ontario Ministry of Colleges and Universities
Ontario International Corporation
Employment and Immigration Canada
Industry, Science and Technology Canada
External Affairs and International Trade Canada
Statistics Canada

Federal Business Development Bank
Economic Council of Canada

In the international sphere of entrepreneurship education and service activity programs, the college has had the following foreign partners and others:

All China Women's Federation - Beijing
China Science and Technology Exchange Centre, Beijing
China Management Training centre, Chengdu
Centre for Privatization, Poland
The Four Motors Group of Europe (Germany, Spain, Italy, France)
Barbados Industrial Corp.
Industrial Finance Corp., Thailand

In the international area, quite a few of the overseas projects have involved dealings with many parties under the aegis of a single umbrella contract partner. This was especially the case in the Eastern Caribbean projects.